

Elmbrook Memorial Hospital
19333 West North Avenue
Brookfield, WI 53045
(414) 785-2000

Type: GMS
Control: Religious Organization
Fiscal Year: 07/01/01 to 06/30/02

County: Waukesha
Analysis Area: Southeastern (2A)
Volume Group: 6

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	48.1%	57.4%	0.84	66.8%	0.72	58.9%	0.82	49.3%	0.98
Obstetrics	43.2%	39.6%	1.09	41.0%	1.05	37.0%	1.17	47.4%	0.91
Pediatrics	. %	48.0%	.	19.8%	.	71.9%	.	. %	.
Total hospital	48.3%	55.9%	0.86	61.3%	0.79	54.5%	0.89	50.5%	0.96
Average Census (Patients)									
Adult medical-surgical	53.9	30.4	1.77	37.0	1.46	46.2	1.17	55.2	0.98
Obstetrics	6.9	3.9	1.79	5.5	1.26	7.1	0.97	7.6	0.91
Pediatrics	0.0	1.8	0.00	0.8	0.00	7.0	0.00	0.0	.
Total hospital	65.7	55.4	1.19	68.6	0.96	95.6	0.69	68.7	0.96
Average Length of Stay (Days)									
Adult medical-surgical	4.2	3.9	1.07	4.0	1.06	3.9	1.07	4.2	1.00
Obstetrics	3.0	2.4	1.27	2.5	1.24	2.5	1.23	2.5	1.19
Pediatrics	.	2.4	.	1.8	.	2.4	.	.	.
Total hospital	3.5	4.3	0.80	4.4	0.80	4.2	0.82	3.5	0.99
Surgical Operations									
Inpatient	2,987	1,424	2.10	1,736	1.72	2,628	1.14	2,936	1.02
Outpatient	10,536	3,187	3.31	4,499	2.34	6,440	1.64	9,361	1.13
Inpatient as % of all surgeries	22.1%	30.9%	0.72	27.8%	0.79	29.0%	0.76	23.9%	0.93
Outpatient Visits									
Non-emergency visits	66,938	75,046	0.89	98,482	0.68	146,359	0.46	64,116	1.04
Emergency visits	15,780	14,086	1.12	19,089	0.83	23,160	0.68	14,943	1.06
Full-time Equivalents (FTEs)									
Administrators	17.5	14.8	1.18	13.8	1.27	27.8	0.63	14.5	1.21
Nurses, licensed	169.3	160.1	1.06	202.8	0.83	263.7	0.64	170.9	0.99
Ancillary nursing personnel	109.3	54.3	2.01	49.1	2.23	97.2	1.12	84.9	1.29
All other personnel	319.0	384.2	0.83	515.4	0.62	661.5	0.48	313.4	1.02
Total FTEs	615.1	613.5	1.00	781.0	0.79	1050.2	0.59	583.6	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.2	14.6	0.77	9.6	1.17	15.4	0.73	10.4	1.07
Nurses, licensed	108.5	157.9	0.69	141.5	0.77	146.0	0.74	123.1	0.88
Ancillary nursing personnel	70.1	53.6	1.31	34.3	2.04	53.8	1.30	61.1	1.15
All other personnel	204.4	378.9	0.54	359.7	0.57	366.2	0.56	225.8	0.91
Total FTEs	394.2	605.0	0.65	545.0	0.72	581.4	0.68	420.5	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	136	Health maintenance		Beds set up and staffed	0	Bassinets	22
Discharges	5,910	organization (HMO)	Yes	Discharges	0	Total births	786
Inpatient days	23,980	Preferred Provider		Inpatient days	0	Newborn days	1,938
		organization (PPO)	Yes				

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 06/30/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)

General Medical-Surgical:							
Adult medical-surgical, acute	1	112	4,684	19,677	48.1%	53.9	4.2
Orthopedic	2	0	0	0	. %	0.0	.
Rehab. and physical medicine	2	0	0	0	. %	0.0	.
Hospice	3	0	0	0	. %	0.0	.
Acute long term care	3	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	2	0	0	0	. %	0.0	.
Obstetrics	1	16	831	2,524	43.2%	6.9	3.0
Psychiatric	3	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	2	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	2	0	0	0	. %	0.0	.
Cardiac intensive care	2	0	0	0	. %	0.0	.
Pediatric intensive care	4	0	0	0	. %	0.0	.
Burn care	4	0	0	0	. %	0.0	.
Mixed intensive care	1	8	316	1,779	60.9%	4.9	5.6
Step-down (special care)	2	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	2	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	3	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.

Note: data should be used only in rows; do not summarize columns.

* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE

Administrators/asst. administrators	17	1	17.5	Radiological services personnel	26	34	39.1
Physicians and dentists	0	0	0.0	Occupational therapists	1	6	4.4
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	1	0	1.0
Registered nurses	56	203	168.3	Physical therapists	3	10	7.9
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	2	10	5.7
Licensed practical nurses	0	2	1.0	Recreational therapists	0	0	0.0
Ancillary nursing personnel	59	106	109.3	Psychologists	0	0	0.0
Physician assistants	0	0	0.0	Social workers	1	1	1.5
Nurse Practitioners	0	0	0.0	All other health professionals	29	47	46.0
Medical records personnel	6	5	7.6	All other personnel	116	188	192.9
Pharmacy personnel	8	14	13.0	-----			
Clinical laboratory personnel	0	0	0.0	TOTAL	325	627	615.1

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$183,125,302	Cash and cash equivalents	\$1,750	Current liabilities	\$14,810,178
Less deductions	93,256,864	Net Patient receivables	13,043,950	Long-term debt	10,332,315
Net patient revenue	89,868,439	Other receivables	24,157	Other liabilities	15,000
Plus other revenue	1,875,797	Land, bldgs and equip: Net	37,586,813	Subtotal	25,157,493
Total revenue	91,744,236	Other assets	41,228,245		
Less expenses	73,563,946			Unrestricted fund balance	66,727,422
Nonoperating gains/losses	390,465	Total Assets	\$91,884,915	Total liabilities & fund balance	\$91,884,915
Net Income	\$18,570,755			Restricted fund balances	\$0

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [\$77,187,759]	42.2%	41.7%	1.01	41.8%	1.01	38.9%	1.08	43.3%	0.97
Medical Assistance [\$2,152,977]	1.2%	9.0%	0.13	5.7%	0.21	9.9%	0.12	1.0%	1.20
Commercial [\$101,775,720]	55.6%	43.2%	1.29	48.2%	1.15	46.4%	1.20	54.6%	1.02
All other [\$2,008,846]	1.1%	6.1%	0.18	4.3%	0.25	4.7%	0.23	1.1%	1.00
Deductions as % of Total Gross Patient Revenue									
Medicare [\$51,151,967]	27.9%	23.7%	1.18	25.1%	1.11	23.7%	1.18	29.1%	0.96
Medical Assistance [\$1,605,836]	0.9%	6.0%	0.15	3.6%	0.24	6.5%	0.14	0.8%	1.08
Commercial [\$39,869,016]	21.8%	9.4%	2.31	11.2%	1.95	11.7%	1.86	20.5%	1.06
Charity care [\$547,795]	0.3%	1.2%	0.25	0.8%	0.36	0.9%	0.32	0.4%	0.72
All other [\$82,250]	0.0%	1.4%	0.03	0.4%	0.11	1.4%	0.03	0.1%	0.46
Total deductions [\$93,256,864]	50.9%	41.7%	1.22	41.2%	1.24	44.2%	1.15	50.9%	1.00
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	2.0%	5.1%	0.40	3.1%	0.66	8.1%	0.25	2.3%	0.89
Net gains/losses as % of net income	2.1%	5.3%	0.40	-1.6%	-1.3	7.0%	0.30	7.3%	0.29
Expenses as % of Total Expenses									
Salary/fringe benefit[\$31,800,774]	43.2%	47.8%	0.90	47.5%	0.91	46.6%	0.93	45.6%	0.95
Supplies and services[\$35,731,643]	48.6%	40.5%	1.20	40.3%	1.20	41.6%	1.17	43.8%	1.11
Capital component [\$5,695,645]	7.7%	8.7%	0.89	9.2%	0.84	8.7%	0.89	8.6%	0.90
Bad debt [\$335,884]	0.5%	3.0%	0.15	3.0%	0.15	3.1%	0.15	2.0%	0.23
Fiscal Statistics									
Operating margin	19.8%	6.1%	3.28	11.4%	1.74	7.1%	2.81	15.6%	1.27
Total hospital profit margin	20.2%	6.4%	3.17	11.2%	1.80	7.6%	2.67	16.6%	1.21
Return on equity	27.8%	10.0%	2.78	15.1%	1.84	11.1%	2.51	26.4%	1.05
Current ratio	1.1	2.5	0.42	2.4	0.44	2.3	0.46	1.6	0.65
Days in net patient accounts receivable	53.0	57.8	0.92	62.4	0.85	66.1	0.80	.	.
Average payment period	78.4	52.6	1.49	64.0	1.22	53.9	1.45	45.8	1.71
Equity financing	72.6%	56.2%	1.29	58.1%	1.25	60.2%	1.21	70.6%	1.03
Long-term debt to equity ratio	0.2	0.5	0.33	0.4	0.38	0.4	0.40	0.2	0.65
Times interest earned	25.9	5.0	5.17	10.0	2.60	5.8	4.50	17.3	1.50
Total asset turnover	1.0	0.9	1.13	0.8	1.27	0.9	1.14	1.1	0.90
Average age of plant: years	9.1	9.5	0.96	9.0	1.02	9.8	0.93	9.3	0.99
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	22.9%	.
Output gross rev (% of total gross pt. rev)	50.5%	44.1%	1.15	50.4%	1.00	46.2%	1.09	46.8%	1.08
Net Revenue Statistics									
Inpatient net revenue per discharge	\$5,835	\$7,870	0.74	\$6,978	0.84	\$7,095	0.82	\$5,186	1.13
Inpatient net revenue per day	\$1,429	\$1,834	0.78	\$1,532	0.93	\$1,690	0.85	\$1,374	1.04
Outpatient net rev per visit	\$600	\$343	1.75	\$365	1.64	\$316	1.90	\$456	1.31